



Business New Brunswick's Strategic Plan

Toward Self-Sufficiency

"The First Steps"

2007-2011

BUSINESS NEW BRUNSWICK

INTRODUCTION

Positioning New Brunswick as a self-sufficient Province by 2026 is a key thrust of this government and Business New Brunswick has been tasked with building New Brunswick into a leader in economic development. This Strategic Plan is a "blueprint" to guide our self-sufficiency process over the next four years.

Business New Brunswick (BNB) will focus on growth opportunities that match the government's quest to grow the energy sector and help the forestry sector transition to a sustainable higher value-added economy in the face of global competitive pressures. In addition, BNB will focus on aerospace and defence markets, information and communications technologies, and environmental technology opportunities, while continuing to strengthen the Province's global competitiveness in its traditional base of manufacturers and exportable service firms.

Business New Brunswick's efforts to help the Province realize its growth potential will include: improving productivity and innovation, creating sustainable jobs, developing new products and new markets, increasing value-added processing, strengthening export capacity, reducing regulatory burden, encouraging capital investment, and developing promising new emerging technologies.

Through the efforts of a focused and motivated team, Business New Brunswick will play a significant role in helping the Province achieve its goal of self-sufficiency by 2026.

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|-----------------|---|
| Our vision: | New Brunswick is a vibrant globally competitive and sustainable economy |
| Our mission: | To stimulate economic growth for a more prosperous New Brunswick |
| Our goal: | To make New Brunswick a leader in economic development |
| Our priorities: | A higher standard of living for New Brunswickers through: <ul style="list-style-type: none"> • Increased productivity • Sustainable and high-value job creation |
| Our values: | All BNB staff are committed to maintaining the trust and respect of our customers and partners by holding to high moral, ethical, and professional standards. |

GROWTH OPPORTUNITIES

In addition to increasing our focus on the growth opportunities below, BNB will continue to work with all manufacturers and selected service companies to maintain, expand and attract business opportunities related to increasing New Brunswick's productivity, job growth and exports.

Energy

- Supply of products and services to large energy projects in New Brunswick, Alberta and other regions
- Energy efficiency and conservation products and services
- Renewable and alternative energy developments (co-generation, bio-fuels, wind, tidal power, etc.)
- Energy supply to the US markets

Aerospace and Defence

- High-end component manufacturing (composites, precision machining, electronics, etc.)
- Service opportunities (training, engineering, repair, rebuilding, etc.)
- Information technology (security, geomatics, etc.)

Environmental Technology

- Green certified and eco-efficient products and services
- Clean air, soil and water technology and services
- Waste management, including composted and recycled products
- Brownfield re-development
- Marine research

Higher Value-Added Forestry

- Secondary value-added wood-based products (engineered wood products, prefabricated and panelized homes, etc.)
- Forest bio-mass product development (medical compounds, electricity, bio-fuels, wood pellets, etc.)
- Sustainable sawmills and pulp and paper industries (best-value products and integrated mill bi-products: fuels, chemicals, etc.)

Information and Communications Technologies (ICT)

- Outsourced business services
- e-Learning and online universities
- e-Health
- e-Security services
- Simulation, game development and animation
- Wireless communications

GOALS & OBJECTIVES

BNB will work with business and government partners to:

Goal #1

Increase New Brunswick's productivity by:

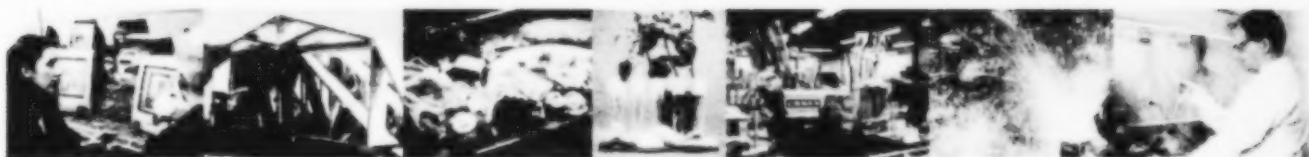
- Increasing technological innovation, capital investment and labour quality
- Improving company supply chains and strategic alliances/partnerships
- Increasing emphasis on knowledge-based products and services
- Increasing business adoption of technology and best practices
- Improving business capabilities in financial, marketing, innovation, human resource and quality control management
- Promoting innovation (the research, development and adoption of new and improved products, services and processes) with an emphasis on commercial application

Goal #2

- Increasing focus on sustainable employment opportunities in all regions of New Brunswick
- Strengthening local development in growth opportunities (energy, forestry, aerospace and defence, information and communications technology and environmental technologies)
- Targeting business incentives to support growth opportunities and higher skilled / higher paying jobs
- Increasing New Brunswick exports in higher value-added and knowledge-based products and services
- Increasing investment in New Brunswick through an aggressive investment attraction approach for growth opportunities
- Increasing mutually beneficial cooperation amongst New Brunswick companies
- Improving the image and awareness of New Brunswick capabilities both within and outside the province
- Supporting potential emerging technologies

Goal #3

- Promote a competitive business and fiscal environment
- Improve New Brunswick's business infrastructure and required services, including transportation, communication, industrial parks, etc.
- Improve interprovincial and international trade policy
- Improve small business access to financial capital
- Increase the size and skill level of New Brunswick's labour force in line with industry needs, forecasts and opportunities
- Promote the government of New Brunswick to be a model user of New Brunswick-made Information and Communications Technology products
- Reduce the regulatory burden and red tape challenges on business
- Streamline communications and coordination between New Brunswick businesses, Enterprise Agencies, ACOA, Business New Brunswick and other business development partners



MEASUREMENTS

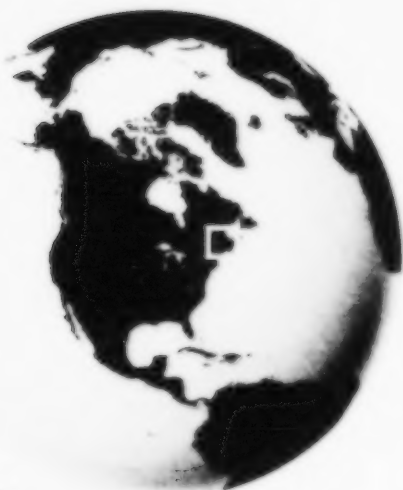
Key Performance Indicators (KPIs)

Annual BNB targets:

- Number of new jobs created: 3000
- Number of jobs maintained: 2500
- Leveraged capital investment: \$100 Million

Other Progress Indicators

- NB Standard of living (GDP/capita)
- Growth in Provincial Gross Domestic Product (GDP) compared to other provinces
- NB productivity level (GDP/hour worked)
- Employment rate in each of the five Labour Force Survey regions of New Brunswick
- Incremental export sales of select products



Business New Brunswick (BNB)

BNB is the government's economic development department, providing services and resources to help manufacturers and exportable service firms to expand an existing business, start a new business or locate a business in New Brunswick. Whether your firm is large or small, rural or urban, we can help you make smart business decisions.

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